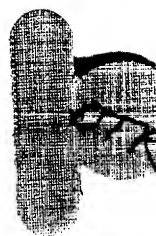


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# MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

Missing the Following:

- ① Competitive Rankings for Promotions
- ② - The Training Career Board
- ③ - Promotion Recommendations
- ④ - OTR Promotion Panel

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## MIDCAREER PROGRAM FOR THE OFFICE OF TRAINING

1. In compliance with pertinent regulations, the Office of Training has inaugurated a Midcareer Training Program. The purpose of the program is to identify and train officers who will eventually assume the senior positions within OTR, or elsewhere within the Agency. In addition, it will examine all OTR careerists who fall within the general age and grade range criteria to insure that their training needs are being met in a manner that will insure maximum utilization of their skills and potential.

2. Criteria for selecting OTR midcareerists include the following:

- a) Skills: He must be highly qualified in his substantive field of training and/or have demonstrated his aptitude for supporting the various activities necessary to the training mission at a senior level.
- b) Performance: High quality performance is essential. His employment history should show steady growth to positions of ever increasing responsibilities. He must have demonstrated ability to cope successfully with diversified and challenging assignments and projects.
- c) Potential: In addition to making progress in a substantive field, subject must evidence the administrative capabilities and leadership qualities which mark him for positions of senior responsibility at the GS-15 or higher level. In addition to those who have displayed an aptitude for broad and executive type positions, this office will also select certain individuals whose specialties are narrow in scope but highly significant to the training mission. In this we recognize the importance of the contributions made by senior specialists.
- d) Age: Candidates should be between the ages of 35 and 45.
- e) Grade: Candidates will be in the grade GS-13 (a few exceptions may be made where outstanding candidates are identified at the grade GS-14).

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3. The original group of officers will be selected from a slate of candidates to be presented at a Training Career Board meeting. Additions or deletions to this group will be made at regular Career Board meetings. All OTR careerists who are within the above grade and age zones will be considered with a view towards achieving optimum performance and advancement through planned training. For those who do not become a part of the OTR Midcareer Program, efforts will be made to identify training and career programming appropriate to their needs. When training other than midcareer training is appropriate, or when no additional training is appropriate, the employee will be so advised. The instrument to accomplish this counseling will be our established Career Preference Outline review system.

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MEMORANDUM FOR :

SUBJECT : Admission to the Office of Training  
Midcareer Training Program

1. I am pleased to inform you that you have been selected for admission into the Office of Training Midcareer Program by the Training Career Board. As you may be aware, the program covers a five year span and may include rotational assignments, orientation and familiarization tours, external and internal training courses, and attendance in the Midcareer Executive Development Course. To assist in establishing your program, it is requested that, in consultation with your school or staff chief, you draft a program using the attached OTR Career Preference Outline. You are reminded that counseling is available within OTR as provided by the Registrar, the Special Assistant to the Director of Training, your Career Management Officer, and, of course, myself. Your draft will be presented to the Training Career Board for approval and/or modification as appropriate. It is highly probable, that changes in your plan will become necessary as OTR responsibilities and priorities respond to the changing requirements of the Agency. In that event, these changes will also be presented to the Career Board for approval.

2. It may be well to mention that the honor of selection carries with it the obligation for you to exert all possible effort and initiative to achieve maximum benefit from the program. In addition, you should be aware that your program, as approved by the Career Board, is not to be considered your "carte blanche" to success nor an irrevocable document with precise commitments. However, you can know that I will do everything possible to insure that your various assignments, orientations, and formal training, will correlate with the substance and timing of your approved plan.

3. May I extend my congratulations on your selection for participation in the Midcareer Program.

/s/  
MATTHEW BAIRD  
Director of Training

Attachment  
as stated

OFFICE OF TRAINING

NOTICE  
NO. 1-64

9 January 1964

SUBJECT : Career Preference Outline Schedule

RESCISSION: OTR NOTICE NO. 3-62 dated 13 February 1962

1. Career Preference Outlines for Training Careerists will be submitted annually for Career Board action according to the following schedule:

Language and Area School	February
School of International Communism	March
Junior Officer Trainee Program	"
Plans and Policy Staff	"
Midcareer Sst. Off. Trng. Program	"
Registrar Staff	April
Office of the DTR, Support Staff	May
Intelligence School	September
Operations School	October
	November

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2. Now outlines are required for individuals who did not submit them the previous year. Those individuals who submitted a plan the previous year may submit a statement either indicating no changes or requesting minor changes. A new outline should be submitted if a complete revision is necessary.

3. School and Staff Chiefs should submit a summary of Career Preference Outline accomplishments for the preceding year to be included in the agenda. The School or Staff Chief is expected to attend the meeting, however, if circumstances prevent his attending, he should advise the Chairman well in advance of the meeting so the Chairman can decide on a substitute.

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MATTHEW BAIRD  
Director of Training

Distribution:  
OTR School and Staff Chiefs

OFFICE OF TRAINING

20 FEB 1964

NOTICE  
NO. 6-64

SUBJECT : Reporting of Employee Emergencies and Unforeseen Absences

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REFERENCE: 

1. The attention of all supervisors is directed to referenced regulation regarding reporting of employee emergencies and unforeseen absences. It is extremely important that all supervisors and employees be aware of their responsibilities particularly regarding the reporting of employee emergencies or unforeseen absences immediately to the Office of Personnel through PO/TR. It is important to emphasize that portion of the regulation requiring the employee to report unforeseen absences within the first two hours of the work day; and the supervisor's responsibility to follow-up to contact an employee who does not report in this period of time.

2. Relative to employee emergencies, it is incumbent upon each employee of OTR to be sure that the name, address and telephone number on his emergency locator card is current and accurate. These cards are retained in PO/TR.

3. Not included in referenced regulation, but salient to the effective administration of OTR, is an additional requirement for those on sick leave to report their condition to their supervisors on a daily basis. Those who will go on planned and extended sick leave may arrange a periodic reporting procedure, appropriate to employee's illness and conditions of confinement.

4. Each School and Staff Chief should therefore circulate referenced regulation to all of his employees and certify (through the weekly) to the Director of Training when all of his employees have read and understand the provisions of this regulation. New employees and returnees to OTR will be alerted to this regulation as they process through PO/TR.

  
Acting Director of Training

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Distribution:  
All Supervisors



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**OFFICE OF TRAINING**

10 January 1963

**NOTICE**  
**NO. 1-63**

**SUBJECT: Advertising Personnel Vacancies Within OTR**

1. The Personnel Branch of the Office of Training is instituting a restricted system of advertising OTR personnel vacancies as an aid to obtaining the most qualified and interested candidates to fill these positions.

2. To initiate the procedure, each School and Staff Chief who has a vacancy or who anticipates one will contact the Personnel Officer, OTR. Every effort will be made to fill the vacancy from within the Branch or Section concerned, if such an assignment would afford a qualified individual a chance for advancement or facilitate his career development. If the vacancy is thus filled from within, or if, through Career Board action or similar authority a candidate has already been selected, the vacancy will not be advertised. In case that such a decision has not been made, the need to fill the vacancy will be publicized. The grade and qualifications desired, location of the job, and deadline for applying will be incorporated in a Vacancy Notice which will be forwarded to each School and Staff within OTR. All interested employees may also review current Vacancy Notices in the Personnel Branch, Room 11X425.

3. Employees are encouraged to apply for vacancies they are interested in and for which they feel they are qualified. The employee should call the OTR Personnel Office, X7352, to establish his interest in a particular position. A copy of each vacancy notice will be sent to Arlington Towers and to 1016 16th Street so that the OTR employees there may also be kept aware of personnel vacancies throughout OTR.

4. Although the list will be circulated to other Agency offices, first consideration will always be given to OTR personnel.

**MATTHEW BAIRD**  
Director of Training

**Distribution:**  
All OTR Personnel

**GROUP 1**  
Excluded from automatic  
downgrading and  
declassification



~~CONFIDENTIAL~~

OFFICE OF TRAINING REGULATION NO. 20-6

22 August 1963

SUBJECT : Exit Processing of Personnel in OTR

RESCISSION: OTR Regulation 20-6, dated 6 June 1957

1. GENERAL

Employees who leave the Office of Training either on PCS or TDY will report to the Personnel Officer, OTR, for exit processing.

2. PROCEDURES

a. Employees who are leaving the Office of Training on PCS will notify the Personnel Officer, OTR, at least two weeks in advance of departure date. The Personnel Officer will schedule necessary appointments, including one with the Director of Training, for the individual's final OTR clearance and will certify to his having completed OTR's established processing.

b. Employees who are leaving the Office of Training on TDY for overseas or domestic assignments (exclusive of routine trips to [REDACTED]) will notify the Personnel Officer, OTR, as soon as possible after a definite departure date is set. The Personnel Officer will schedule appointments as necessary. The OTR final exit clearance will not be required.

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[REDACTED]  
MATTHEW BAIRD  
Director of Training

Distribution:  
All OTR Employees

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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OFFICE OF TRAINING

NOTICE  
NO. 18-62

31 October 1962

SUBJECT: Federal Salary Reform Act of 1962

1. The "carrot" and the "stick" approaches to personnel management have long been recognized as opposite but effective tools of management. Some employees work more effectively if praised and rewarded by their supervisors -- the "carrot" approach; others need to be prodded by the goad, the threat or the "stick". The Federal Salary Reform Act of 1962 offers the OTR supervisor the opportunity in one package to utilize both these tools of management or whichever of the two is appropriate.

2. The "carrot" aspect of the Act enables management to recognize the especially worthy employee by Merit in-grade promotions, not to exceed more than one each year. This is the opportunity we've long waited for in OTR to give recognition to the employee who clearly deserves a full grade promotion but whom, because of the extremely limited number of promotion vacancies, particularly in the higher grades, we are unable to promote. The Merit in-grade promotion is not to be used indiscriminately. It is not for "good old devoted Joe", or pretty, young and attractive Mary. Nor should it be given for long years of slightly better than average service. It is for the outstanding employee, whose Efficiency Reports so reflect, but who cannot otherwise be rewarded.

3. The "stick" aspect of the Act wipes off the books the old, practically automatic, in-grade step increases for all employees whose performance is "satisfactory" and replaces this with in-grade increases for those employees whose performance demonstrates an "acceptable level of competence." Fortunately, there are very few employees in OTR whose performance is marginally satisfactory. Or let us say there are few supervisors in OTR who have wanted in the past to go through the labyrinthine bureaucratic procedures of proving an employee's performance to be unsatisfactory. But there is a vast difference between a performance which is merely satisfactory and performance which demonstrates an acceptable level of competence. Here then is both an opportunity to reward the competent and to apply the goad to the employee who is "coasting", who takes an unusual amount of sick leave on Fridays and Mondays, who customarily gives a higher priority to the meeting of car pool deadlines than he does to the meeting of office deadlines, or who is simply not performing well at his grade level.

4. The OTR Career Board heartily endorses these two aspects of the Federal Salary Reform Act and expects that OTR supervisors will make full use of them.



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MATTHEW BALHO  
Chairman, OTR Career Board

Distribution:  
All OTR Supervisors

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16 MAR 1962

MEMORANDUM FOR: Director of Personnel

SUBJECT : Conversion of Locally-Hired Employees from ST  
to NA Career Service Designation

1. I recommend that the locally-hired employees named on the attached List be considered for conversion from ST to NA Career Service Designations. The term "locally-hired" means that the

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2. By agreement between the Director of Personnel and the Director of Training, confirmed by memorandum dated 10 November 1958, we have not been assigning service designations to incoming locally-hired personnel. For the sake of uniformity, I would now like to apply this throughout the entire Station, by classifying NA those remaining locally-hired employees who still carry an ST designation.

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Acting Director of Training

Distribution:

Orig & 1 - Addressee  
1 - ADTR  
1 - PO/TR

25X1A9a CTR/WED/ [REDACTED] F:mam (5 March 62)

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MEMORANDUM FOR: Chief, Operations School

SUBJECT : Conversion to Career Employee Status

25X1A REFERENCE : [REDACTED] dated 15 Sep 61

1. In accordance with referenced regulation, which establishes categories of personnel within CIA and sets forth policies for the selection of Career Employees, I have attached to this memorandum the names of employees in your office who have become eligible for conversion to Career Employee status since processing for Career Staff membership was suspended.

25X1A 2. [REDACTED] states in part: "Career Employees are staff personnel who, having attained age 25 and having served a provisional period of at least three years in CIA, are selected for long-term service in the Agency. The selection of an individual for Career Employee status will be based on his job performance, his personal conduct, evidence of his intent, capability, and desire to fulfill the service obligations of the Career Service to which he is assigned, and his potential for long-term service in CIA."

3. In some cases you may wish either to recommend deferment for a specific period (not to exceed one year) or to recommend that the employee's Career Provisional appointment be terminated because he has failed to meet career employment standards.

4. Based on the criteria in paragraph 2, please indicate after each name which of your employees listed you feel to be suitable for selection to Career Employee status, and which, if any, you recommend for deferral or termination. Please return this list to the Personnel Branch no later than 1 December, so that the Career Service Board may consider your recommendations at our meeting on 7 December 1961.

[REDACTED]  
MATTHEW BAIRD  
Director of Training

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Attachment  
as stated

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OFFICE OF TRAINING REGULATION NO. 20-9

6 December 1956

SUBJECT: Rotation Procedures - OTR Personnel

REVISION: OTR Regulation 20-9 dated 19 April 1955

1. GENERAL

This regulation establishes policies and outlines the procedures to be followed within the Office of Training to accomplish the systematic exchange of personnel on a rotational basis between the Office of Training and other components of the Agency.

2. POLICY

a. A primary objective of OTR is continually to improve the quality of training. The assignment of qualified operationally experienced personnel to OTR is an essential step in accomplishing this objective.

b. The assignment of OTR career designees, where appropriate, to selected positions in other components of the Agency, particularly in the Clandestine Services, will provide opportunity for individuals to gain valuable Headquarters and field experience, thus enhancing their effectiveness upon their return to OTR.

c. The tour of duty in OTR and other components will conform to the normal tour of duty of the components.

d. The Director of Training will approve all rotations.

3. PROCEDURES

a. Each School and Staff Chief will prepare a list identifying those positions under his direction which require personnel with specific Agency experience (e.g. FI Case Officer experience).

b. Each School and Staff Chief will establish a priority rotation list of employees under his direction based on length of service in OTR and other considerations (e.g. age, etc).



OFFICE OF TRAINING REGULATION NO. 20-9


6 December 1956

c. The lists as described in 3 (a) and (b) will be submitted to the PO/TR who will coordinate with the OTR Career Service Board for final approval.

d. After approval of the priority rotation lists by the OTR Career Service Board, the PO/TR will provide copies to the School or Staff Chief concerned and will advise the appropriate Career Service Panel or Board of the OTR persons who would normally rotate to their area. The initial rotation schedule will be completed by approximately 1 January 1956 and will be revised quarterly thereafter.

e. Six months prior to the projected rotation date of an individual, the PO/TR will contact the appropriate School or Staff Chief and will submit two reports to the appropriate Career Service Panel or Board: One report will describe an individual's qualifications and most recent duties, and the other will be a vacancy report denoting the job requirements for a replacement. In the event the projected rotation date cannot be honored, reasons therefor will be submitted to the OTR Career Service Board. If the reasons given are considered to be valid by the OTR Career Service Board, processing will commence on the next listed individual.

f. All rotations are subject to the procurement of suitable replacements unless approved otherwise by the OTR Career Service Board.

  
MATTHEW BAIRD  
Director of Training

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Distribution:  
All OTR Personnel

OTR

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OFFICE OF TRAINING REGULATION NO. 20-8

19 April 1955

SUBJECT: Assignment of Personnel to Vacant Positions Within OTR

✓ RESCISSION: OTR Regulation No. 20-8, dated 15 October 1954

## 1. POLICY

It is the policy of the Office of Training to give equitable consideration to all eligible OTR personnel for vacant positions which occur within OTR, and to ensure the proper slotting of personnel in accordance with an approved Table of Organization. Recruitment outside OTR will be undertaken only after consideration of OTR personnel has failed to produce an acceptable candidate.

## 2. PROCEDURES

- a. The Chiefs of major OTR components will notify the Personnel Officer, OTR, when vacancies occur within their components.
- b. Upon receipt of this notification the Personnel Officer will review the records of qualified OTR employees and recommend to the Chief of the component concerned those employees whose seniority, quality of training evaluations, and excellence in performance ratings are such as to warrant consideration for the vacant position. In addition, the Personnel Officer, OTR, will consult with those Chiefs and supervisors whose personnel are being considered, with regard to availability, career plans, and other pertinent factors.
- c. The Chief of the component wherein the vacancy occurs will indicate his selection from the eligible employees, and, when agreement has been reached between the individual and the Chiefs of the components concerned, the Personnel Officer, OTR, will take the necessary action to effect reassignment to the vacant position.
- d. When an agreement cannot be reached between the Chiefs concerned, and the Personnel Officer, OTR, the matter will be referred to the OTR Career Service Board for decision.
- e. In those cases where there are no acceptable OTR candidates, the Personnel Officer/OTR, will undertake recruitment outside OTR, upon authorization of the OTR Career Service Board.

  
MATTHEW BAIRD  
Director of Training

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Distribution: All OTR Personnel

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OFFICE OF TRAINING REGULATION NO. 20-7

14 October 1954

SUBJECT: INDIVIDUAL CAREER DEVELOPMENT PLANS

1. GENERAL

In order that the Office of Training Career Service Board can properly plan for the career development of its personnel, the following policies and procedures will govern the preparation and processing of individual career development plans for each service designee of the Office of Training.

2. POLICY

a. In the planning and execution of measures to be taken in providing for the career development of its personnel, it is the policy of the Director of Training that the interests of the individual concerned as well as those of the Office of Training and the Agency as a whole, will be properly considered.

b. Individual career development plans approved by the Office of Training Career Service Board will be put into effect subject to limitations which may arise out of considerations of the individual's capacity to perform, his growth potential, the effect of his career development plan upon the operation of the Office of Training, and overriding budgetary limitations or personnel ceilings of the Agency.

3. INDIVIDUAL CAREER DEVELOPMENT PLANS

Each Individual Career Development Plan will cover a five-year period and will be prepared in detail for one to two years in advance, and in general terms for an additional two to three-year period. Each Individual Career Development Plan will contain:

a. A statement by the individual of his career interests and plans, wherein he advises and expresses his desires for training, rotation, reassignment, or retention in his present assignment, and proposes his own recommendations for putting his career development plan into effect.

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OFFICE OF TRAINING REGULATION NO. 20-7

14 October 1954

b. A statement by his supervisor which recommends approval, modifications and alternatives to the training, rotation, reassignment, or retention of present assignment as contained in the plan and which recommends the conditions which should govern the action taken to put the plan into effect.

4. RESPONSIBILITIES AND PROCEDURES

a. Each employee is responsible for preparing and submitting his Career Development Plan through his supervisor and the Chief of the major component of the Office of Training to which he is assigned, ninety (90) days prior to the date upon which all career plans for that component are to be submitted for annual review by the OTR Career Service Board. (See paragraph 4.c. below.) He will review and modify his Career Development Plan annually.

b. Supervisors will be responsible for ascertaining that career plans are initiated by employees under their immediate jurisdiction. Each supervisor in the chain of command will review each plan, recommending modification or implementation. The plan, including supervisory recommendations, will be submitted to the OTR Career Service Board through the OTR Career Management Officer.

c. Personnel Branch, OTR, will notify Division and Staff Chiefs of the due date for submittal of career plans. Division and Staff Chiefs will be required to submit to the Board an annual summary of the plans of all persons under their jurisdiction according to the following schedule: \*

- (1) Language & Area Training School - January
- (2) Plans & Research Staff - February
- (3) Assessment & Evaluation Staff - March
- (4) Intelligence Training School - April
- (5) Administrative Staff - May, June
- (6) Basic Training School - July, August, September
- (7) Operations Training School - October, November, December

\* It is to be noted that this schedule is based on the proposed organization of the Office of Training, which is not in effect at this writing.

MATTHEW BAIRD

Director of Training

Distribution: All OTR Personnel

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